

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Thursday 2 December 2021

Members

Kay Carberry CBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Cllr Julian Bell
Dr Mee Ling Ng OBE
Mark Phillips (via Teams)

Board Members also in Attendance

Marie Pye (via Teams)
Peter Strachan (via Teams)

Executive Committee

Howard Carter	General Counsel (via Teams)
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Tricia Wright	Chief People Officer
Alex Williams	Director, City Planning

Staff

Louise Cheeseman	Director of Bus Operations
Mike Shirbon	Head of Integrated Assurance
Amy Pidwill	Road Safety Strategy Lead
Stuart Reid	Head of Insights and Direction (for Minute 62/12/21)
Tim Rudin	Senior Commercial Manger, Responsible Procurement (for Minute 64/12/21)
Paul Kiteley	Senior Commercial Manger, Procurement and Supply Chain (for Minute 64/12/21)
Tom Sutton	HR Communications Manager (for Minute 65/12/21)
James Varley	Secretariat Officer

Also in attendance

Elliot Treharne	Assistant Director for Environment and Energy, GLA
Catherine Baker	Director, CIRAS (for Minute 59/12/21)
David Howell	Chair, CIRAS (for Minute 59/12/21)

55/12/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. As Mark Phillips was attending via Teams, he could take part in the discussions but was not counted toward the quorum. An apology for absence had been received from Bronwen Handyside. Gareth Powell and Marcia Williams were unable to attend. Louise Cheeseman, attending via Teams was deputising for Gareth Powell.

The Chair welcomed the recently appointed TfL Board Members, Marie Pye and Peter Strachan, who were observing the meeting via Teams

The discussions in public were being webcast to TfL's YouTube channel to ensure that public and press could observe the proceedings and decision making without the need to attend.

9 November 2021 marked the fifth anniversary of the tram overturning at Sandilands, Croydon in 2016. The Panel had been involved in, and had oversight of this matter and would continue to do so. The thoughts of all those present remained with those affected.

TfL was continuing to closely monitor the public health situation, particularly in relation to the challenges arising from the Omicron variant of the coronavirus. The Panel welcomed the re-introduction of national regulations relating to wearing face coverings on public transport.

The Chair reminded those present that safety was paramount to TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting. Members confirmed there were no other safety matters they wished to raise, other than those to be discussed on the agenda.

56/12/21 Declarations of Interests

Howard Carter introduced the item.

Mark Phillips declared an interest in Item 5, the Presentation from CIRAS as he was a director of the organisation. The item was for noting and consequently, Mark Phillips was not required to recuse himself from the discussion of the item.

Members' declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no additional interests that related specifically to items on the agenda.

57/12/21 Minutes of the Meeting of the Panel held on 14 September 2021

The minutes of the meeting of the Panel held on 14 September 2021 were approved as a correct record and signed by the Chair.

58/12/21 Matters Arising and Actions List

Howard Carter introduced the paper, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the actions list.

59/12/21 Presentation from CIRAS

Catherine Baker and David Howell of CIRAS introduced the report and presentation, which provided an overview of the work of the independent confidential reporting line service.

Confidential reporting was an important part of a robust safety culture. CIRAS worked closely with TfL and ensured staff were aware of the service it provided. A fixed timeline existed for reporting and investigations with inbuilt flexibility should the need arise, to allow TfL to undertake actions and for feedback to be received from the complainant prior to the report being closed out.

The last 18 months had been unusual and this was reflected in the nature and number of incidents recorded. There were substantially fewer reports than in previous periods and concerns about rules and procedures and about health and wellbeing had replaced fatigue as the most common subject.

The Panel welcomed the reduction in fatigue related reporting and noted that TfL had undertaken a significant amount of work in that area, although at this stage, the data was not available to establish a direct causal relationship.

There had been a small increase in the number of reports that had cost control and change management as a possible cause. It was recognised that this could continue to be an issue moving forward, particularly as TfL's financial situation remained uncertain and CIRAS would monitor this.

TfL put considerable efforts into developing a safety culture that was responsive to staff. The use of CIRAS demonstrated that, on occasion, some staff felt more confident in using a confidential reporting service. TfL would continue to refine and improve its safety culture to address any such shortfalls in confidence in its own management systems.

The Panel noted the paper.

60/12/21 Quarterly Safety, Health and Environment Report

Lilli Matson, Louise Cheeseman and Andy Lord introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 2 2021/21 (27 June to 18 September 2021) and notable incidents outside the reporting period.

The period had seen an increase in patronage across the network, which was welcomed. At the same time, the Government had eased restrictions on the wearing of face

coverings. To maintain the public's confidence in London's transport network, TfL had maintained the requirement on its network through conditions of carriage as the Government lifted national restrictions, which had subsequently been re-introduced. TfL had kept staff informed of changes to isolation rules and was continuing to plan for the return to the office as appropriate.

To date, 103 transport staff had lost their lives to Covid-19. The thoughts of the Panel and TfL staff were with the families of those affected.

Three customers had been killed on the network during the reporting period. One person died at Golders Green Underground station after falling onto the track following a medical episode. Two people had died on the bus network, with one falling on the stairs inside a bus and the other when entering Victoria Bus Station. The incident at Victoria Bus Station was the subject of an ongoing formal investigation as well as an internal investigation, and Members would be updated at a future meeting.

[Action: Gareth Powell / Lilli Matson]

It was noted that the performance of electric and internal combustion engine buses differed, and that work was taking place to ensure consistent driving styles. Regular meetings took place with the bus operators and this was a useful forum for sharing experiences and encouraging consistency in driving style and lessening the impact it had on slips, trips and falls figures.

Outside of the period, there had been a fatality at Farringdon station when a customer was struck by a train which was being investigated.

On 12 October 2021, a London Overground train hit the buffer stops at Enfield Town station at slow speed, causing damage to the infrastructure and the first carriage of the train to partially derail. The driver and one passenger were treated for minor injuries, neither of which required hospital treatment. This incident was under investigation by the Rail Accident Investigation Branch with full support from TfL and Arriva Rail London. The Panel would be provided with an update in due course.

[Action: Gareth Powell / Lilli Matson]

There had been two occurrences of fires, one on a London Underground train involving an e-scooter and the other in a London Underground office involving an electric unicycle that was being stored as lost property. A review of mitigations was taking place and recommendations would be issued.

Customer injuries were tracking above target for the quarter and intoxication was a factor behind some of the incidents, particularly on the rail network. Messaging on safe travel would be re-enforced during the Christmas period.

The number of people killed or seriously injured on London's roads was lower than 2020 or 2019 but was still unacceptably high. Cycle fatalities had increased since 2019, although the rate was trending downwards.

The Ultra Low Emission Zone extension was launched in the period and would deliver significant environment benefits.

The Panel welcomed the improvements to the Holborn Gyrotory system and would be kept up to date on the progress of the Junction Improvement programme.

Members discussed the need for TfL to have a long-term funding settlement agreed as soon as possible to give it the stability to continue to address safety issues robustly. Safety would always be prioritised, regardless of the funding scenario, but it was difficult to drive improvements in customer safety in a challenging financial situation. Where there was a risk of safety being compromised due to financial pressures, services would be reduced to prevent an erosion of safety.

Capital delivery safety performance was seeing an increase in reportable incidents, particularly on London Underground, while Crossrail performance remained relatively low and stable. Any applicable learning from Crossrail's safety activity would be integrated into the wider TfL system.

Musculo-skeletal disorder and mental health were the two main drivers of staff sickness and absence. This was consistent with all large organisations. There was an extensive programme of assistance for staff, with training for line managers and a network of mental health first aiders. It was noted that the effects of 'long Covid' tended to impact wellbeing rather than having an immediate impact on sickness levels.

The flooding events that took place in July 2021 highlighted the need to give further thought to how TfL could seek funding for the protection of transport assets.

On 1 December 2021, the Audit and Assurance Committee discussed a report on the work of the Task Force on Climate-related Financial Disclosures and its application to TfL. TfL had done a lot of work in this area and a gap analysis would be undertaken to determine what had been done, what needed to be done and best practice from other large complex organisations. As this work progressed, it would be reported to the Panel.

The Panel noted the report.

61/12/21 Safety, Health and Environment Assurance Report

Mike Shirbon introduced the paper, which provided an overview of the effectiveness of the risk controls for Enterprise Risk 1 – Major safety, health or environmental incident or crisis (ER1).

As assurance work matured, the granularity of data would be improved and trends could be better understood. Future reporting would include graphical representation of information, particularly on progress against management actions.

[Action: Mike Shirbon]

Members were informed that the potential legal non-compliances in Audit 21 732 'Commercial Development Estates Management HSE Compliance' related to documented information, rather than the actual processes and physical activity.

The Panel noted the paper.

62/12/21 Vision Zero Action Plan Progress Report

Stuart Reid and Amy Pidwill introduced the paper, which provided an update on the Vision Zero Action Plan Progress Report, which was published on 15 November 2021.

The Progress Report had been supported by London Councils and the Metropolitan Police Service. The work was predicated on TfL being in receipt of long-term adequate funding and the beneficiaries of the funding would be the people of London who would be able to make their travel choices in a safer environment.

Good progress was being made on reducing road danger, particularly for children and people on or around buses.

Safer travel was also an enabler for achieving mode shift from private vehicles to more active travel as well as improving air quality.

The rate of road deaths was falling faster than the national average, however there are challenges including the volume of motorised traffic, the increase in the number of powered two wheel vehicles particularly in the food delivery sector, increases in cycling and the use of private e-scooters.

An evidence-based approach was used and followed international best practice. The bus safety standard was an example of this approach and had seen the greatest reduction in deaths and serious injuries in any transport mode.

Vision Zero was a long-term plan and required the collaboration of TfL, the London boroughs, the Metropolitan Police Service, and key stakeholders. The Plan had been refreshed to renew the commitment from partners.

The Panel welcomed the work on 20mph speed limits and acknowledged that allowing local authorities to have additional enforcement powers would make a significant difference in the ability to manage speed limits and behaviour on the roads. A number of outer London boroughs had not adopted the 20mph limits and engagement was taking place to promote the benefits.

The Panel noted the paper.

63/12/21 Air Quality Update

Alex Williams introduced the paper, which provided an update on TfL's programme of actions to improve air quality.

On 1 March 2021, higher standards had been introduced for heavy vehicles entering the Low Emission Zone. In October 2021, the Ultra Low Emission Zone was expanded from the central zone to an area bounded by, but not including, the North and South Circular roads. These were expected to reduce nitrogen oxides (NOx) emissions from road transport by 30 per cent across London in 2021.

The vehicle scrappage scheme had seen 13,300 older, more polluting vehicles off London's roads.

The shift to net zero was a major challenge and TfL was working with the Greater London Authority to produce a report on how this could be achieved by 2030. The Panel would be updated on the initiatives being put forward. **[Action: Alex Williams]**

It was expected that by 2030, half of the vehicles on London's roads would still be powered by internal combustion engines (ICE) but the rate of transition from ICE to electric vehicles from 2025 could be influenced and TfL was considering incentives to accelerate the rate. Continued support was required to make provision for electric vehicle charging infrastructure across London.

The boroughs had been responsible for much of the EV charging infrastructure in London and a targeted programme was required to address geographical imbalances. Some boroughs still needed encouragement to be more proactive and private sector intervention was also needed to add to the rapid charging network.

Members commented that the pricing structures of charging point providers was not always as transparent as it could be, and TfL was working with suppliers to address this.

The Panel noted the paper.

64/12/21 Responsible Procurement Update

Tim Rudin introduced the paper, which provided an update on activities taking place within the Responsible Procurement programme in 2021.

The Supplier Skills Programme had seen 524 new apprenticeship starts in the supply chain, of which 51.2 per cent were from a Black and minority ethnic background and 27.8 per cent were women.

The third Women into Transport and Engineering pre-employment programme commenced in October 2021, with 14 women completing the programme and five commencing longer work placements.

A series of Mentoring Circles sessions was ongoing with Morson Group, a supplier of track maintenance labour. Run in partnership with the Department for Work and Pensions, the online sessions had given over 100 individuals an insight into working on the London Underground network.

Internal and external capacity building had taken place to raise awareness of the risk of Modern Slavery in supply chains.

The Greater London Authority (GLA) Central Responsible Procurement team had liaised with Safety, Health and Environment colleagues to ensure the environmental commitments aligned with TfL's Corporate Environment Plan.

TfL was collaborating with National Highways, Network Rail and HS2 on the Diversity Data Benchmarking Initiative, which was asking key suppliers to disclose their workforce diversity data. Data had been disclosed by 52 per cent of key suppliers, with a target of 65 per cent by the end of 2022.

Support was being given to the London Recovery Board work through the promotion of supplier diversity by working with small and medium sized businesses, many of which had been hard hit by the coronavirus pandemic.

The Responsible Procurement Implementation Plan, which set out how TfL and the GLA Group functional bodies will deliver the Responsible Procurement Policy was due to be published shortly. All GLA Group functional bodies would be required to apply a minimum weighting of 10 per cent of the total evaluation score to relevant responsible procurement and social value matters, for above threshold contracts.

The GLA worked with the London Business Hub to provide access to tender readiness support. This would help small and diverse businesses to better understand the procurement process.

The Panel welcomed the work of the Responsible Procurement programme.

The Panel noted the paper.

65/12/21 Human Resources Quarterly Report

Tricia Wright introduced the paper, which provided an update on key Human Resources (HR) led activities and performance for the period September - December 2021.

Approximately 15,000 staff had taken part in the Viewpoint staff survey, slightly down on the previous year. Total engagement, although below 2020 levels, was higher than in 2019. Health and wellbeing was also slightly below 2020 levels. The survey provider had indicated that surveys of other organisations across the country also reflected this pattern.

Listening sessions were being set up with staff to gain a clearer understanding of their thoughts and this would be fed into the briefing for the Board in January, ahead of the discussion of the results by the Board on 2 February 2022.

The survey had shown that a clear majority of colleagues were positive about a number of areas that had, in the past, seen lower scores. These were: feeling positive about working at TfL; having a clear vision for the future; communications from senior managers; and working conditions. There were indications that staff felt less positive about their work and recommending TfL as a good place to work. This sentiment reflected some of the challenges facing the organisation going forward.

TfL continued to do everything it could to support the families and loved ones of the 103 colleagues who had lost their lives to Covid-19. The thoughts of the Panel Members and staff were with the families of those affected. The Employee Assistance Programme was available to all employees and their dependents and bereavement support was also extended to families of the deceased via our Sarah Hope Line.

Guidance for line managers, around rules for self-isolation, had been reviewed as the Omicron variant emerged. As the return to office work continued, Government advice was monitored to ensure it was being followed correctly. It was recognised that staff had a range of needs that affected their ability to return to an office environment and that some

staff were hesitant. TfL considered the needs of all staff and would look at ways of accommodating everyone appropriately.

Work continued to make TfL a more inclusive and diverse organisation. The listening and reflection sessions that had taken place had gone well. Black History Month had been celebrated, including the creation of a Black History Tube map.

A new cohort of apprentices and graduates would be commencing their careers with TfL in January 2022 with 58 new starters.

TfL had jointly received the Best Crisis Management Strategy award at the HR Excellence Awards, which had taken place the previous evening.

The Panel noted the paper.

66/12/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item. Mark Phillips requested that an update from the Rail Accident Investigation Branch be added to the forward plan. No further suggestions were raised for future discussion items on the forward plan or for informal briefings.

The Panel noted the forward plan.

67/12/21 Any Other Business the Chair Considers Urgent

It was noted that changes to the Panel's membership would be considered by the Board on 8 December 2021. It was proposed that Kay Carberry CBE would step down as Chair but remain on the Panel; Dr Lynn Sloman MBE would be appointed to the Panel as its Chair; Marie Pye would join the Panel and Cllr Julian Bell would step down as a member. Cllr Julian Bell expressed his thanks to Members and staff.

The Chair thanked the Members for their input to the work on the Panel, and Dr Nina Skorupska CBE, who as Vice Chair had provided valuable advice and assistance.

The Chair also thanked staff for their work. The Panel had seen significant steps forward by TfL in a number of areas, most notably the Vision Zero programme, air quality, bus safety and the outstanding way the Human Resources team had looked after staff in the coronavirus pandemic.

Staff present thanked Kay Carberry CBE for the support and challenge she gave during her time as Chair. Panel Members also thanked Kay Carberry CBE for her balanced and thoughtful approach to the work of the Panel, which was of vital importance; highlighting her work at the start of her tenure on the Panel, in relation to the tram overturning at Sandilands, Croydon on 9 November 2016.

There was no other business.

68/12/21 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Thursday 24 February 2022 at 10.00am.

The meeting closed at 12.55pm.

Chair: _____

Date: _____